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# Technical Capacity Assessment of Bureau of Statistics, Khyber Pakhtunkhwa

July, 2014

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# Abstract:

USAID Firms Project has commissioned a project to undertake institutional development of Bureau of Statistics, Khyber Pakhtunkhwa. This report proposes an institutional reform plan for BoS identifying areas for reform so as to develop BoS into a robust data and information collection and dissemination hub

# Acronyms

BEE	Business Enabling Environment
BPS	Basic Pay Scale
EG	Economic Growth
KPK	Khyber Pakhtunkhwa
SOW	Scope of Work
US	United States
USAID	United States Agency for International Development



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# Executive Summary

The USAID funded Firms project has been working towards improving government service delivery and under its Business Enabling Environment (BEE) component, one of the key activities is to improve the capabilities of the government at the district, provincial and national levels to accelerate and facilitate economic opportunities. Furthermore, the newly inducted KP government has set an aggressive reform and development agenda. However, limitations in institutional capacities coupled with archaic regulatory frameworks and compliance regimes impede the execution of the province's plans.

In order to support KP Government to achieve its growth targets, USAID Firms Project has commissioned a project to develop a feasible action plan to build the institutional capacity of Bureau of Statistics and make recommendations for institutional development of the organization. This report puts forward the institutional development plan for BoS.

There is a very strong case for change for BoS, given the ambitious development agenda of Khyber Pakhtunkhwa as well as the devolution, post 18th constitutional amendment. Furthermore, KP has promulgated the new local government legislation, stipulating that at least 30 percent of ADP would be spent through local governments, highlighting the need for adopting an evidence-backed approach for identifying development needs.

While the role BoS would have to much more robust in order to fulfill the data needs of the province, one must also understand that the line departments would also need capacity development to be able to articulate their data needs more effectively. BoS therefore has to perform the pivotal role in the overall provincial statistical system, performing critical information collection and dissemination functions, while setting standards for related work by the line departments.

In order for BoS to take on this more vibrant role, a number of institutional development interventions need to be undertaken, including enacting provincial statistical legislation, bringing autonomy to the organization, re-designing organizational architecture, providing infrastructure support, capacity development of staff, enhancement of field presence as well as very robust work planning.

The future work has to be very carefully phased into short, medium and long term phases, so as to gradually building the skill set and capacity of BoS, while also synergizing and integrating other relevant work being done by Pakistan Bureau of Statistics and provincial line departments.



# 1. Introduction & Background

The USAID funded Firms project has been working towards improving government service delivery and under its Business Enabling Environment (BEE) component, one of the key activities is to improve the capabilities of the government at the district, provincial and national levels to accelerate and facilitate economic growth. The Khyber Pakhtunkhwa (KP)'s service delivery institutional structure has been facing a number of challenges including poor productivity, inefficiency, degrading physical and social infrastructure, lack of functional specificity and accessibility and resource scarcity. To improve this situation, there is a need to make governance more transparent, participatory, accountable and in line with the needs of modern governance.

The newly inducted KP government has set an aggressive reform and development agenda. However, limitations in institutional capacities coupled with archaic regulatory frameworks and compliance regimes impede the execution of the province's plans. The Planning and Development (P&D) Department is supposed to play a key role in synergizing the work done by various departments and agencies through effective planning and optimal resource allocation in line with developmental priorities. However, in order to perform this, the provincial government in general and P&D in particular need reliable information and data for evidence-backed decision-making. Currently, the Bureau of Statistics (BoS) is serving as the key source for providing such information but despite having data of reasonable quality, BoS does not have the institutional capacity to go beyond its limited mandate. To improve its functioning, BoS needs to develop its own competencies to be a viable institution capable of efficient collection and sophisticated analysis of data and other research, which is integral to government's planning and monitoring system. This requires a comprehensive institutional assessment of the organization, followed by an institutional development plan to bridge the competency and resource gaps.

In order to further this objective, FIRMS has commissioned a project to assist BoS to identify such competency and resource gaps and develop an institutional development plan to address them.

Earlier, an institutional assessment has been completed for Bureau of Statistics, in which a number of areas were identified where some institutional development interventions would be required to transform BoS into a robust organization and equip it to take on a more challenging role.



## 2. Institutional Assessment – Key Areas<sup>1</sup>

The institutional assessment needs for BoS have been classified into four major areas:

### 2.1 Organizational Scope and Functions

Although BoS has been generating a lot of useful information, through its annual, periodic and ad hoc publications, it is felt that the government still wrestles with having seamless access to information to design and track various development projects. The information and data made available through BoS reflect insufficient understanding of the social and poverty profile of Khyber Pakhtunkhwa and its districts. Survey and administrative data sources, including the departmental databases, do not currently generate enough information to compile timely and regular indicators on MDGs or other provincial development programs.

The province also lacks an overall statistical strategy and a coherent work plan to meet overall data demands from various line departments and development projects.

### 2.2 Organizational Design and Structure

Over the years, BoS has grown in terms of its staff strength as well as geographical outreach. A closer look at the organizational structure reveals that the structure of BoS is quite hierarchical. The present staffing is imbalanced and there is a disproportionate number of support staff compared to professional staff. BoS presently is not well positioned to take on the more sophisticated needs for data being demanded by the provincial government and other stakeholders.

### 2.3 Capacity Development

Sub-optimal compensation, considering BoS being a government organization, and limited career prospects have contributed to low morale and self-esteem of the staff. Besides this, limited training and capacity development opportunities for existing professional staff have further deteriorated the situation. Moreover, many line departments engaged in data collection and compilation have inadequate resources, limited IT capacities and narrow information requirements. Moreover, they often do not have special expertise to perform such functions. Data from these line departments and the BoS special surveys cannot be integrated to provide a consolidated sectoral overview.

### 2.4 Resource Requirements

BoS infrastructure is severely inadequate to support a robust work program and meet users' needs. Furthermore, the organization has limited logistical facilities, considering that the BoS officials have to perform intense field duty for data collection. Although BoS does have a data center, it is need of upgradation for enhanced capabilities to analyze, maintain, update, store and retrieve data in a robust manner. Due to limited technical capacity, the organization cannot make available its data for users in disaggregated form, nor can the data collection and punching can be done online, creating a dysfunctional and inefficient system.

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<sup>1</sup> Only a summary is given here. This report was preceded by an institutional assessment report, the findings of which have been appended at the end.





## 3. Institutional Development Plan

### 3.1 Redefining Bureau of Statistics

A number of changes have created the demand for redefining Bureau of Statistics in Khyber Pakhtunkhwa. Post eighteenth constitutional amendment, the provincial government is solely driving growth and development in a number of areas and has created new demand for data to monitor poverty trends, post-crisis development and rehabilitation as well as new development programs and strategies.

The promulgation of Local Government Act demonstrates the government's commitment to devolution and is further supported by government's resolve to channel 30 percent of annual development program funding to local governments. This in turn would require new data demands coming from grass root level, if and when these local governments assume a driving role in development.

Moreover, going forward private sector growth would be critical to any future growth in the province. Government of KP has already enacted public-private partnership law, which would support private sector growth in the province and would create new data needs not only in terms of scope but also how this data is collected by bring in elements like willingness-to-pay, etc. In the area of economic statistics, the scope of data collection needs to expand to sectors other than agriculture and manufacturing industries to cover emerging growth industries in the services sector.

A number of international donors are taking serious interest in the province and are supporting the provincial government in a number of areas. However, in order to increase the quantum of their support, they need evidence for actions taken by provincial government to support development as well as to identify areas of financing need. Robust data is therefore required for accountability of the government to donors.

Last but not the least, citizen participation and citizen-centric governance are new areas of growth in KP. Especially with Government of KP's focus on information access rights, it is likely that new citizen groups would be created and there would be an increasing accountability of government to such civil society and citizen groups. This would create new needs for robust and reliable data.

Keeping in view these emerging needs, BoS KP would have to keep up with new data demand and requirements. This would form the crux of the institutional development plan for BoS. The first and foremost step in this direction would be to clarify the charter of the organization and then to develop a comprehensive and consolidated annual work plan for BoS, taking into account the entire statistical system with clear and precise distribution of responsibilities between BoS and other government organizations.

The future charter of BoS should include:

Ensuring that Government of KP, federal government, private sector, donors and citizens have access to reliable and timely disaggregated economic and social data as well as through insightful information extracted from this data. Besides consolidating and disseminating provincial and district data from a range of available sources, as being done by BoS, it should also:

- Work towards coordinating and setting standards for the statistical system in the province;
- Provide statistical expertise for various line departments and local governments; and
- Promote and embed understanding and use of data among various line departments and local governments

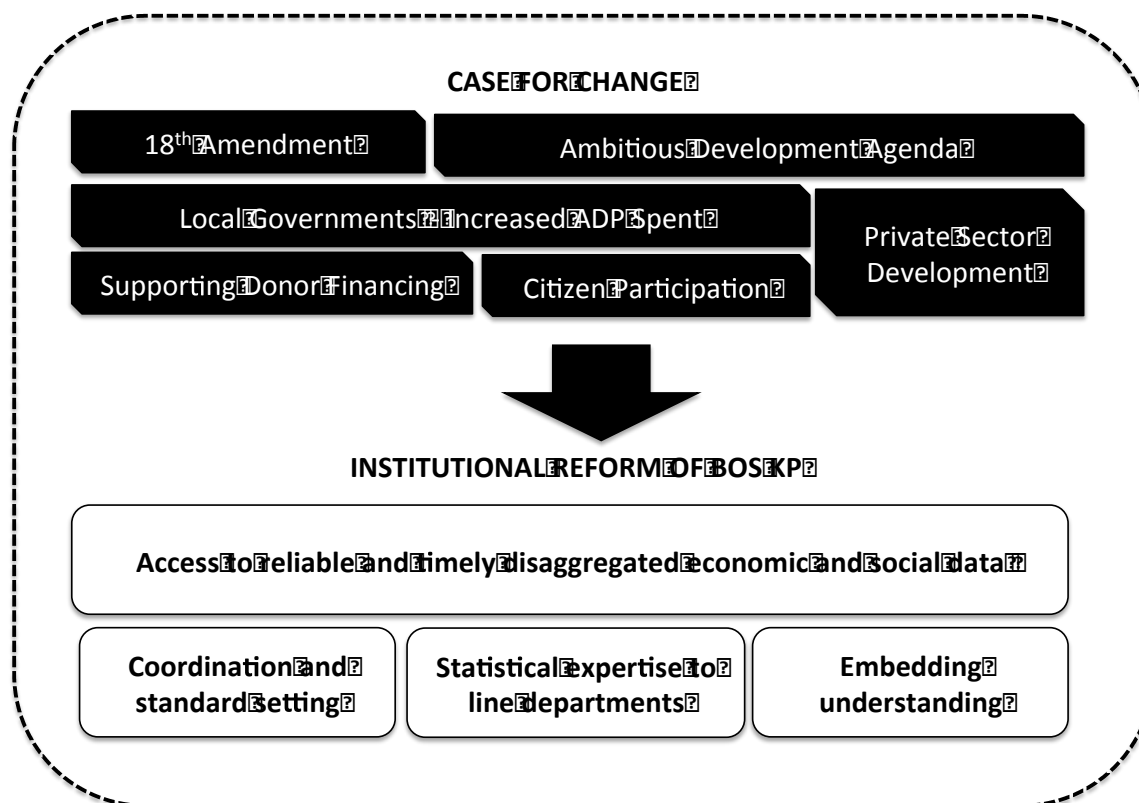


Figure 1 Case for Change

### 3.1.1 Broadening the Scope and Functions

It is important to translate the above-mentioned vision into future work streams for BoS and to broaden its scope of work. It would also be critical to lay out a phasing plan to gradually build the skill base of the organization and to make it a robust data collection and information dissemination organization over the next few years.

Some of the future work streams may include the following:

- Economic statistics and data related to macro-economic management;
- Tracking indicators for poverty reduction and other social statistics (MDG support, etc.)
- Private sector enabling environment (Cost of Doing Business, etc.)

In order to build robust data and information regime around these themes, it is recommended that BoS first exploits all available data sources and then undertake primary data collection to fill in the gaps and validate the information. In particular, it is recommended that BoS should:

- 1) Review various provincial MIS and databases maintained by a number of line departments, such as Education and Health departments, and take stock of the sizable

information available.

- 2) Thorough review of all administrative record available with provincial government as well as federal government agencies, such as land records, provincial property tax records, electricity users database, etc.
- 3) Building synergies with Pakistan Bureau of Statistics and getting access to disaggregated data collected for various surveys of PBS, including census, etc.
- 4) Working with PBS and other provincial BoS to devise a common strategy to develop provincial GDP, ideally through national data and disaggregating the available information. Any gaps can also be filled through more extensive provincial data collection.
- 5) Establishing a regime for continuous data sharing between various government agencies on an ongoing basis
- 6) Undertaking integrated surveys to build a well-calibrated data repository aiming at providing a comprehensive social and economic picture
- 7) Developing a strong information technology backbone to support all these initiatives.

Within these parameters, the key functions of BoS should be:

- Coordinating statistical activities
- Setting standards and quality assurance
- Undertaking direct data collection, wherever necessary
- Providing platforms for data integration from various sources
- Creating and managing statistical databases populated with data from all sources
- Disseminating data to various users proactively

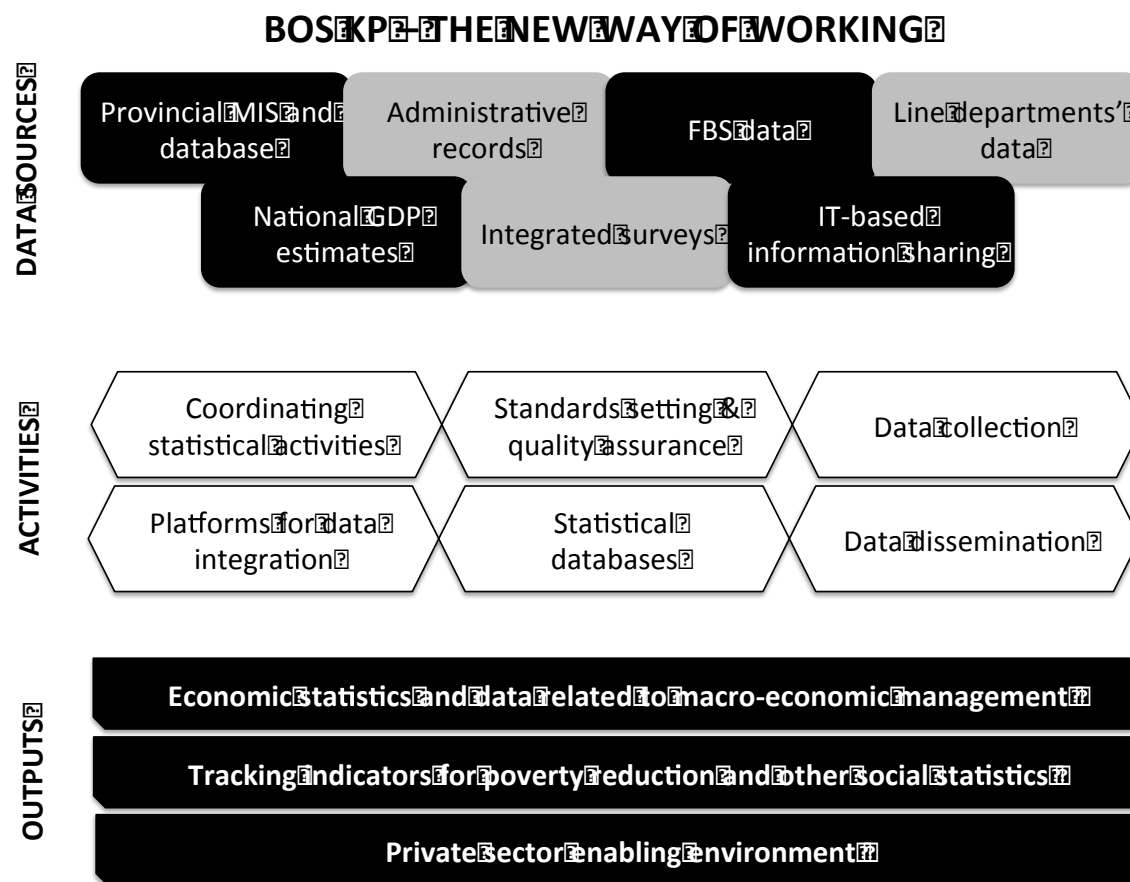


Figure 2 Bureau of Statistics- Khyber Pakhtunkhwa

## 3.2 Work Planning

While phasing the aforementioned scope, it is important to build on the current activities and then to gradually build on them. It would also be prudent to take some of the activities out of BoS purview and delegate them to the relevant line departments, such as education or health related data, while BoS can provide the guidance and standardization. The following work plan should be considered an organic plan, as new data needs would continue to emerge and BoS should keep on calibrating it as per the requirements. More importantly, implementation of this plan will require significant investments in infrastructure, institutional and organizational reforms, skill enhancement, technical assistance inputs, and sustained budgetary resource allocations.

### 3.2.1 PHASE I – Short Term

In the medium term, BoS should consolidate its existing activities and improve quality, while working on developing a strong technology and IT backbone. In addition, BoS can work on two pilot projects: working with PBS and other provincial BoS to develop provincial GDP estimates; and undertaking a comprehensive household survey to cater to immediate data needs of the provincial government.

**Rationalizing and Improving Existing Work** – BoS should carefully review its existing activities and delegate, wherever possible, to relevant line departments. Additionally, it should also introduce a validation mechanism for information collected from secondary sources to

improve the quality of information available

**Technology Backbone** – This would provide the foundation for future work of BoS and is therefore critical. BoS should work towards creating user-friendly databases through collating all available data from PBS and other sources pertaining to KP. This should also be supported by a meta-database (information about the sources, type and quality of the data) and should enable BoS to engage in active data dissemination via a well designed website. The database should enable easy and robust tracking of Millennium Development Goals and other development goals of the provincial government. The proposed database should extract data from multiple sources such as raw data from the PBS on the Census, the Annual Industry Survey and Pakistan Social and Living Standards Measurement Surveys and the Labor Force Survey etc.

**Provincial GDP Estimates** – BoS should start to work with PBS and all provincial BoS to devise a strategy to develop provincial GDP estimates. A good starting point would be the data feeding into national GDP estimates and disaggregating the same to calculate provincial GDP. While it is understandable that such estimates would have gaps, such gaps can however be addressed gradually over time. This approach would also prevent multiple differing estimates and would make the whole exercise much more viable and credible. The same approach has also been tested and tried in a number of countries.

**Comprehensive Household Survey** – BoS should also start building on its primary data repository through undertaking a comprehensive household survey at tehsil level. This would also start building and enhancing BoS's current capacity. The scope of such a survey should be defined after reviewing the current development strategies and programs, such as CDS as well as the Economic Growth Strategy and identifying data needs from them. Such a survey can also be built on MICS (Multiple Indicator Cluster Survey), conducted after every two years.

This new household survey would be conducted every year with the possibility of a rapid round every six month, providing regular and credible development data on issues of particular interest to the province, setting baseline benchmarks and tracking progress.

### 3.2.2 PHASE II – Medium Term

In the medium term, or Phase II, BoS should take on the role of economic analysis on the model of Punjab Economic Research Institute (PERI) and undertake relevant studies; enhance its information dissemination efforts; and also move towards private sector development support through some pilot project.

**Economic Analysis and Insights** – In Phase II, BoS should move towards undertaking more specialized publications and analysis, through upgrading the existing publications and producing annual updated district profiles. BoS should also lead on other thought leadership work in the province, such as updating the economic growth strategy after every few years, developing a private sector development strategy, etc.

**Communications Program** – BoS should develop a comprehensive communications program and develop brochures, online books and publications, arrange seminars, etc. to disseminate its work to wider audience. This would not only enhance credibility of the organization but would also make this information of use to many stakeholders.

**Private Sector Development Support** – BoS gradually should also take on the responsibility of supporting provincial government's agenda to stimulate private sector growth. This would be

done through building statistical data and insights around the subject. BoS can consider undertaking a provincial cost of doing business survey or investment climate assessment. Additionally, BoS can also roll out an Integrated Business Enterprise Survey and focus on financial data, revenues, salaries wages, employment, investment and financing. Such surveys would not only help in identifying policy and regulatory bottlenecks and assess investors' perceptions but would also provide useful information on the size, structure, and composition of the most dynamic component of the provincial economy. Information derived from these surveys would permit the government to track the growth of the organized formal sector in the economy in addition to aiding the disaggregation of GDP.

### 3.2.3 PHASE III – Long Term

In the long term, BoS should work towards integrating information from various administrative records and agency databases and also undertake customized researches for public and private sector clients.

**Information Integration** – At this stage, BoS should work towards integrating multiple information sources. Such an exercise may include accessing SECP records, electricity users data, UIPT records, land revenue records, etc. This can be further supplemented through collection of birth and death registration data from local governments, etc.

**Customized Research** – This would in fact mean transforming BoS into a center of excellence and a robust research organization, which would get demand-driven requests for undertaking customized research, which in turn can provide a source of revenue for the organization. This should be highly useful, provide BoS gets an autonomous status.

In order to implement the phase-wise plan, laid out above, BoS would need significant institutional strengthening, building provincial statistical capabilities through human and technological resource development, adoption of sound management practices and adherence to international statistical standards. The following factors should underlie these reforms.

Currently data collection and statistics are seen as necessary routine function and are not taken seriously within the provincial government. There is a need to dispel this impression and educate the users across the provincial government about the importance of reliable data in evidence-backed decision making and bringing in a culture of making use of this data for meticulously tracking development projects.

The institutional reforms would need a lot of traction from within the provincial government. This in turn would need substantial ownership for such reforms within Bureau of Statistics as well as Planning and Development Department.

In order to sustainably embed the proposed institutional reforms, the capacity of BoS would be the key. Before introducing a full-scale enhancement as per the revised scope, BoS needs to build and upgrade the skills of its staff so that they are up to the challenge.

## 3.3 Legal Framework

Building the foundations for a sustainable statistical system requires an appropriate legal framework. BoS operates under the umbrella of federal statistical laws (General Statistics Act 2011, the Census acts and the Factories Acts). There is no specific provincial legislation that empowers BoS to collect data from businesses and households. There are a number of

weaknesses in the current legal framework. In particular the existing laws do not explicitly legally empower, or ensure the independence of the provincial Bureaus of Statistics. The powers they enjoy are derivative, but the laws do not explicitly state their mandates or jurisdiction as is standard in other countries.

According to the model laid out by the United Nations, there should be a statistical law that:

- Specifies the duties and responsibilities of the head of the BoS, and the functions of the BoS
- Provide the BoS with the power to collect data from businesses, households, and other Government Departments (including PBS), while requiring it to maintain the confidentiality of individual records and only use the data for statistical purposes.
- Safeguard the autonomy of BoS, an important requirement if it is to establish credibility and trust and enjoy fuller confidence in the data it generates. An important aspect of this is providing the BoS with full responsibility to release data and reports.
- Define the mechanisms for ensuring coordination between different agencies (at all levels of Government) collecting data on the province

### 3.4 Governance Arrangements

The federal legislation defines the federal and provincial statistical functions, but even at provincial level, there is a need to specify the distribution of functions and staffing between the different parts of the statistical system to ensure that the statistical system works seamlessly. Here is a proposed framework to distribute functions between different statistical arms:

The Pakistan Bureau of Statistics (PBS)<sup>2</sup> should take on the role of setting national statistical priorities and standards; coordinate the national statistical system; carry out national censuses and surveys; promote data sharing and dissemination; manage and promote national statistical training; provide professional guidance and leadership to all statistical units at the federal and provincial levels

The provincial BoS should perform the overall management and oversight of the provincial statistical system; ensuring adherence to national statistical policies, standards and methods; definition of provincial statistical policy, standards and methods; design of all provincial surveys; data management and dissemination; staff training.

The regional and district statistical offices should assume the responsibility for survey operations, updating of sample frames and business registers.

Provincial line departments should be made responsible for all collection and compilation of administrative data collection with the support and guidance of the BoS.

#### 3.4.1 Strengthening Relationship between BoS and PBS

Presently BoS collects some data on behalf of the PBS without compensation, and with limited support and resources (which affects the quality of PBS data). No systematic arrangements exist for transmitting the raw provincial data collected by PBS (e.g. through national surveys) to the Provinces. PBS, unlike other national statistical offices in countries with a federal system of

<sup>2</sup> PBS was established after merging the former Federal Bureau of Statistics (FBS), Agricultural Census Organization (ACO) and Population Census Organization (PCO).

Government (e.g. Australia, Canada, and Malaysia) does not currently compile provincial estimates of GDP. This gap in the work of PBS needs filling. New arrangements are needed to enable the provinces to have access to raw data collected by the center, and to ensure the quality of the data collected for the PBS. The province could also explore how PBS could increase provision of training and technical support to provincial BoS staff. More regular meetings of the National Statistical Council would be one way to help improve coordination between the provinces and the federal level.

### **3.4.2 Effective Coordination**

A provincial Statistical Council exists but until recently was inactive for many years. This Council should be revived with new Terms of Reference that stipulate at least yearly meetings to consider the consolidated work program, the protocols for data sharing, the enforcement of common statistical standards and jointly implemented surveys etc. The Council would also help to: evaluate the effectiveness of the statistical system; develop consolidated work programs to meet data demands; and identify the need for new statistical initiatives by any of the agencies within the statistical system. To ensure the process is meaningful the Council would need to be supported by a dedicated to call regular meetings, coordinate and distribute the agenda, papers and minutes, and follow up on decisions made.

## **3.5 Organizational Structure of BoS**

BoS is presently organized on a subject matter basis that contributes to a degree of compartmentalization and lack of integration. A structure that is more functional would be more conducive to effective management.

Considering the ground realities in Khyber Pakhtunkhwa and the overall structure of the government in the province, following steps are proposed:



Statistical offices in many of the statistically more advanced countries such as Australia, European Union, Canada, and Malaysia, generally tend to organize themselves along functional lines (i.e. according to type of activity rather than the statistical output). In these countries the functions are generally clustered in the following manner, which can provide guidelines for restructuring BoS.

**Statistical infrastructure** – Responsible for sampling frames, business registers, classifications, methodology and design including sample design, experimentation, and questionnaire design.

**Field Operations** – Responsible for data collection and survey management

**IT Function** – Responsible for development and management of institutional databases and metadata bases; technical support to operating departments

**Operating Departments** – Responsible for household surveys, enterprise surveys; price statistics national and provincial accounts; social statistics; demography

**Data Dissemination and Client Support** – Working on communications and ensuring appropriate dissemination.

**Management Services** – Responsible for strategic planning; administration, Finance and Budgeting; Human resource management including training

### 3.5.1 Autonomous Status for BoS

BoS has been working as a subordinate department of P&D, drawing its resources through the parent department. There is a need to develop BoS into an autonomous organization so that it can function independently and generate its own revenues through providing customized services to public and private sectors. This should ideally be done through provincial legislation, making it a statutory body, but it can also be given autonomy through a notification.

### 3.5.2 Establishment of the Office of Director General

Presently the BoS is headed by a Director, a BPS-19 officer, but considering the role of BoS, the position needs to be upgraded through creation of a much more empowered office of Director General. The new proposed office would lead on policy and planning as well as support the Provincial Statistical Council as well as the User Council. The Director General can be supported through a special section that can perform the role of secretariat for the Provincial Statistical Council and assist the office in determining strategic priorities and developing and monitoring the annual work plan of BoS.

## 3.6 Functional Restructuring of BoS

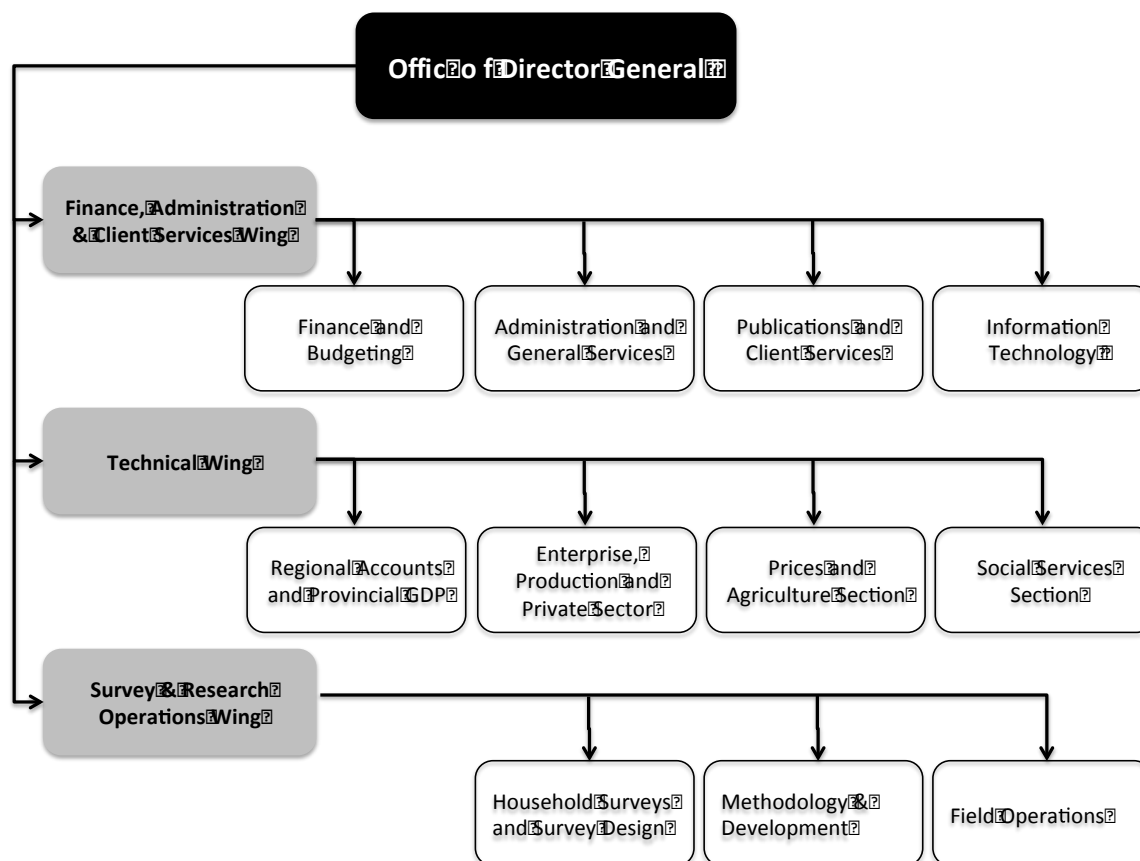
It is also proposed to restructure the organization into three wings: Finance, Administration and Client Services Wing; Technical Wing; and Survey and Research Operations Wing. Each Wing should ideally be headed by a Director of BPS-19. The field establishments, discussed later in the report, should also fall under Survey and Research Operations.

The broad functions of each Wing are summarized below:

### 3.6.1 Finance, Administration and Client Services Wing

This Wing would look after the finance, administration and general services of the BoS, besides dealing with the service issues of the staff and their capacity development. The same Wing would also be responsible for Client Services through creation of interactive databases and technology platforms, appropriate publications and client support. It is proposed that the Wing should have four sections:

- Finance and Budgeting
- Administration and General Services
- Publications and Client Services
- Information Technology



### 3.6.2 Technical Wing

Technical Wing would deal with the collation of economic and social statistics obtained from all secondary and primary sources. Going forward, the same Wing would also assume the role of economic analysis and also standards setting for statistical system in the province. This Wing would also work with other line departments for developing their capacity. The Wing would have the following sections:

- Regional Accounts and Provincial GDP
- Enterprise, Production and Private Sector Services
- Prices and Agriculture Section
- Social Services Section

### **3.6.3 Survey and Research Operations Wing**

The Survey and Research Operations Wing would cover all survey operations including the maintenance of sampling frames, business registers, survey design and other data gathering operations. A key function would pertain to obtaining data from other agencies. This Wing would also be responsible for managing field operations. The Wing would have the following sections:

- Household Surveys and Survey Design
- Methodology & Development
- Field Operations

## **3.7 Capacity Development of BoS Staff and Line Departments**

The institutional reforms of BoS would depend on the capacity of the staff and therefore the capacity development would be a critical and integral part of the process. The key would be to embed the capacity development as a continuous activity within the organizational fabric. The capacity development function should be performed both internally and externally. Internally, BoS should develop some in-house capacity to train its field staff on an ongoing basis. BoS may also consider entering into arrangements with a local academic institution to set up a program for continuing staff training. The same training program can also be used for developing capacity of other line departments and local governments. The BoS can also seek donor assistance for specialized training courses at leading local universities such as LUMS or IBA or even at international universities. Some of the areas of capacity building should include sampling design and application; data analysis; report writing; statistical package for social sciences; calculation of CPI, WPI and SPI; calculation of regional GDP, etc.

## **3.8 Services Rules for BoS Staff**

Currently there is lack of career development opportunities in BOS in terms of promotion and absence of a proper service structure. For instance, as per existing Service Rules, the Statistical Officers already in BPS-17 get promoted to Assistant Director (BPS-17) after completion of three years service tenure in the same pay scale, which in fact is not a promotion and has created enormous reporting problems. Similarly, there is a single post of Deputy Director (BPS-18) for promotion of Assistant Directors and Statistical Officers. The Statistical Officers have to again spend six years as Assistant Director (BPS-17), which is demotivating for employees. The nomenclature such as Senior and Junior Statistical Computer in BPS-6 and 5 is another misnomer. Though its has been re-designated as Statistical Assistant (BPS-11) in other provinces as well as PBS, but such structure still exists at much lower level. Therefore, a key step going forward would be to develop, approve and notify service rules for BoS staff, catering for notifying provincial statistical cadres for employees of BoS. The service rules should also build in appropriate career development opportunities to keep the employees motivated.

## **3.9 Strengthening Field Presence**

Since a lot of BoS work depends upon data collection from the districts, there is a need to establish and strengthen field offices at district or divisional level for collection of data from the districts. The field staff would play an instrumental role in carrying out sample surveys. The field offices should have teams of enumerators/interviewers to conduct survey operations. The field staff would also have other related functions such as updating of the sample frame, the business register and data entry. The field staff would also play a critical role, in the wake of new local government system and the government's ambition to channel a significant development funding to local governments. The field staff would therefore also cater to the data needs of the local governments.

The field offices will be responsible for:

- Collection of prices data of essential food and non-food items on weekly basis.
- Collect data on Monthly Survey of Industrial Production and Employment Report and other publications
- Ensure timely collection of secondary data from various district line departments thus addressing the delay in release of publications.
- Improve scope and coverage of statistical information in general
- Support Crop Reporting Services of Agriculture Department in the collection of agriculture related data
- Undertake all other data collection efforts to support any surveys
- Cater to the data needs of local governments

### **3.10 Staffing and Recruitment**

The institutional development plan laid out in this report would also need extensive recruitment and staffing. Transparent and objective recruitment processes will need to be applied to acquire the right talent for the job. Ideally, all recruitments of BPS-16 and above should be undertaken through provincial Public Services Commission, while other recruitments at lower level should be done through an independent panel, with clearly laid out objective criteria. The staff to be hired would need a basic background in statistics, IT and/or economics. New staff would need to be initiated in statistical operations, especially in survey work and database creation.

The plan calls for creating of a new position of Director General (BPS-20), along with three positions for Directors (as opposed to only position presently) in BPS-19. These Wings would have thirteen sections. Each section should ideally be headed by a Deputy Director (BPS-18). The field offices, if established at divisional level, should also headed by a Deputy Director for each division.

### **3.11 Infrastructure Support**

Infrastructure and logistical support would also be critical to support the enhanced role of BoS. It is recommended that a detailed infrastructure assessment exercise be undertaken to assess the needs for software and hardware, vehicles, furniture, etc. These requirements should then be built into a new PC-I for capacity development of BoS. The organization would also require an appropriate premise to house its headquarter.

## 4. Implementation Plan

The proposed institutional development and reform plan should be implemented through the following approach:

### 4.1 Policy Approval

First of all, the government needs to review the institutional reform plan and give in principle approval for the plan. Once the reform plan is approved, next steps can be undertaken.

### 4.2 Technical Assistance

Once the government approves the plan, the BoS and P&D should also consult a number of multilateral and bilateral donors to seek technical assistance in various areas to support the reform plan. Such assistance can range from policy and technical input to provision of funding.

### 4.3 Infrastructure Support Plan

The BoS also needs to develop a detailed infrastructure support plan, in terms of number of vehicles required, specification of required hardware and software, office building specifications, etc. This plan would be required to assess the exact funding needed for such support.

### 4.4 PC-1 Development, Approval and Funding

Based on the infrastructure support plan and the reform plan, the BoS needs to develop a PC-I to seek government funding for institutional reform of BoS. The PC-I would highlight financing requirements as well as new positions to be created, which can initially be funded through development funds. Later on they can be transferred into regular government budget.

### 4.5 Provincial Legislation

The BoS also needs to develop and get approved provincial legislation. Such legislation should not only empower the organization in terms of data collection, etc. but should also provide statutory cover to the BoS as an autonomous organization.

### 4.6 Board of Governors

Once the statutory cover is given, the BoS would need to have an independent Board of Governors to manage the organization. Ideally, the Government should bring in leading researchers and academics as well as representatives of the private sector in the Board. The Board would manage the overall functions of the organization, supported by the Director General, who will be the administrative head.

### 4.7 Recruitment and Staffing

The next step should include recruitment and staffing as per the new requirements to ensure that adequate capacity is in place to drive the organization into a new direction.

### 4.8 Work Planning Review and Finalization

Although a broad work plan is included in this reform plan, at that stage its better to review the work planning once again in line with government priorities as well as the data needs of the line departments. The finalized work plan at this stage can then be adopted by BoS.

## **4.9 Pilot Projects**

A few key pilot projects such as calculation of provincial GDP estimates as well as the household surveys can kick start the work on the new work plan.



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info@epfirms.com